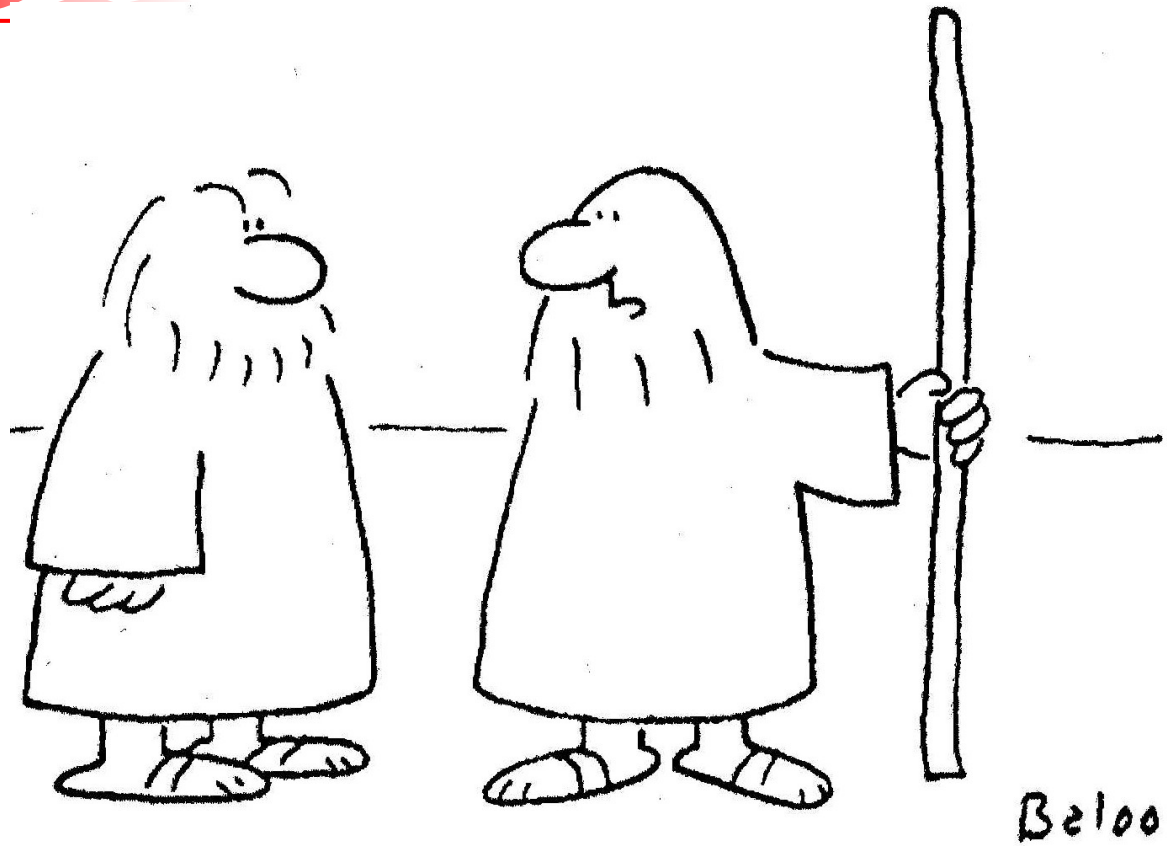
LEADERSHIP IN ACTION

Implementing Shared Decision-Making and Collaborative Approaches to Management



"I'm not sure – I'll have to take it up with my staff."

COMPLETE THE FOLLOWING PHRASES

- I value…
- I stand for…
- I believe that…
- I feel passionate about…

SOME THINGS PEOPLE VALUE

Accountability
Achievement
Adventure
Aesthetics
Affiliation
Recognition
Altruism
Beauty
Responsibility
Challenge
Change
Collaboration
Community
Compensation
Competence
Competition
relationships
Cooperation
Creativity
Decisiveness
Democracy
Diversity
Efficiency
Tranquility
Equity
Environment

Family
Fairness
Forgiveness
Freedom
Friendship

Happiness
Harmony

Honesty
Independence
Innovation
Intellectual stimulation
Intimacy
Integrity
Justice

Knowledge
Learning
Logic
Loyalty
Mutual respect
Nature

Neatness
Open communication

Positive attitude
Power
Prestige
Privacy

Reliability

Security
Self-control
Self-expression
Self-respect
Service
Social justice
Social

Spiritual growth
Stability
Teamwork
Tolerance
Tradition

Trust
Variety

YOUR PROGRAM'S VISION

- A vision is like a lighthouse, a point in the distance that gives directions through the fog. It is created purposefully. Creating a vision is about creating an organization that expresses your deepest values about children, family, work, achievement, community, and society. It is your scenario for a preferred future.

- A vision statement is a mental picture of what you hope to accomplish – it is the end result you will achieve if your mission is carried out. A vision statement should be filled with descriptive details that breathe life into your dreams but are still anchored in reality.

CREATING ‘SHARED VALUES’

- What do we stand for?
- What behaviors provide concrete evidence of our shared values?
- How do we treat the children in our care?
- How do we treat their parents?
- How do we interact as a group of adults working side by side every day?
- How do we define success in our program?
- How do we want to be seen by the community?

HIGHLAND HILLS PRESCHOOL VISION

We value…

- **A curriculum that emerges** from the needs and interests of children and teachers.
- **Parents as partners** in documenting children's learning.
- **Diversity** in cultural background, learning styles, and expressed opinions.
- **A sense of community** in the classroom, in the staff room, and in our neighborhood.
- **Active participation** of staff and parents in center wide decisions.
- **Continuity and stability** in relationships between children and their teachers.
- **Openness and directness** in interpersonal relations at every level of the organization.
- **Respect for the environment** inside and outside the classroom.

TEAM

A team is a group of people with different skills and different tasks, who work together on a common project, service, or goal, with a meshing of functions and mutual support.

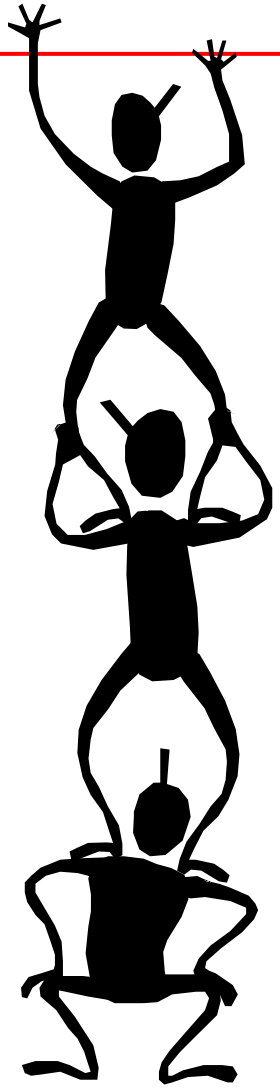
REFLECTIVE ACTIVITY

CHARACTERISTICS OF AN EFFECTIVE TEAM

- Purpose and mission are known to all
- Communication is open and honest
- Leadership and support are balanced
- Strengths are acknowledged and applied
- Mutual respect and trust exists
- Roles are clearly defined

STAGES OF TEAM GROWTH

Within every team, there are stages of growth and within those stages are interactive **roles** that change and grow within the team.



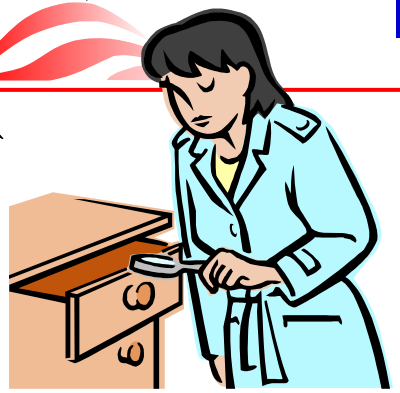
- Embarking
- Evolving
- Establishing
- Executing

ROLES OF A TEAM

Within every team, there are interactive roles that change and grow within the team…….

- Instigators
- Cheerleaders
- Organizers
- Finishers

INSTIGATOR



- Defines what needs to be done
- Identifies the problem or goal
- May offer suggestions
- Often has background information gathered and ready
- May be somewhat impatient with pace

CHEERLEADER

- Often the “perky” one in the group
- Recognizes and acknowledges efforts
- Often offers bazaar ideas that trigger others to think
- Worker bee
- Keeps things in perspective

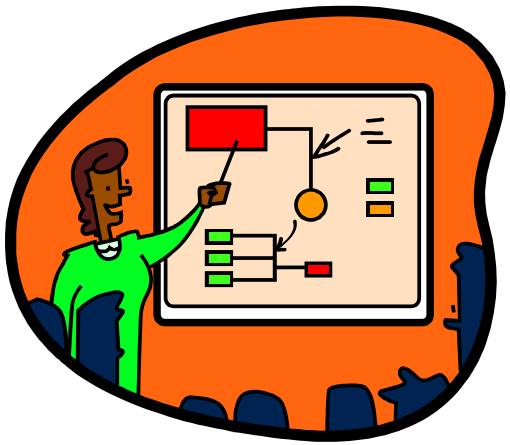
ORGANIZER

Identifies and points out potential problems

Coordinates group efforts

Attends to schedules and deadlines

Deals with facts and not “what ifs”



FINISHER

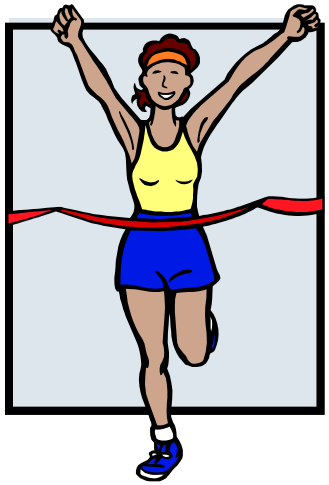
Very disciplined

Detail oriented

Makes lots of lists

Keeps the group focused on tasks

May want to work alone



GROWING YOUR TEAM

Stage 1

Embarking

- Teams need focus and clarity of task or goals
- Be sure to know *why* before asking what or how
- Members are guarded
- Very little productivity

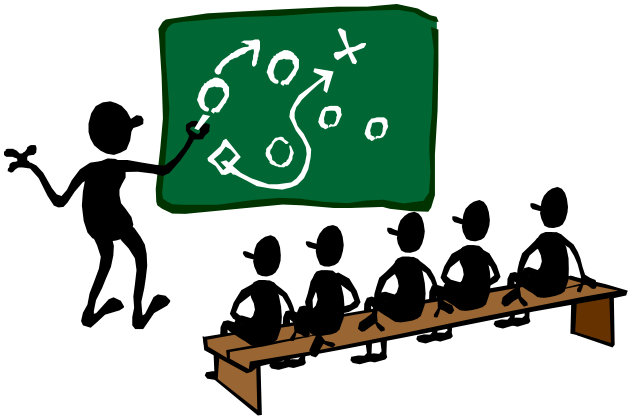
LEADER → **TEAM MEMBERS**

Leader is mostly directing

GROWING YOUR TEAM

Stage 2

Evolving



- Get to know each other
- Expect a struggle; conflict
- Role confusion
- Productive only when directed

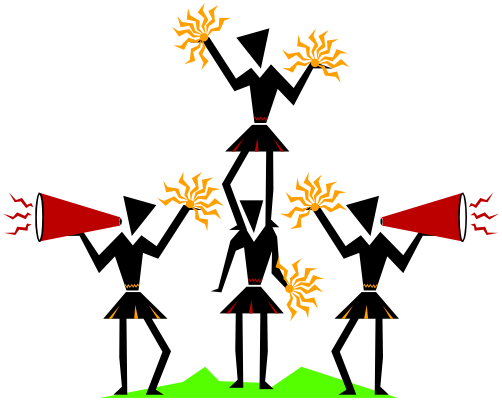
LEADER → **TEAM MEMBERS**

Leader is directing and supporting

GROWING YOUR TEAM

Stage 3

Establishing



- Talents and strengths are defined and appreciated; roles are clear
- Relationships are “clicking”
- Competition/conflict is healthy
- Productivity picks up

LEADER → **TEAM MEMBERS**

Leader is supporting and directing less

GROWING YOUR TEAM

Stage 4

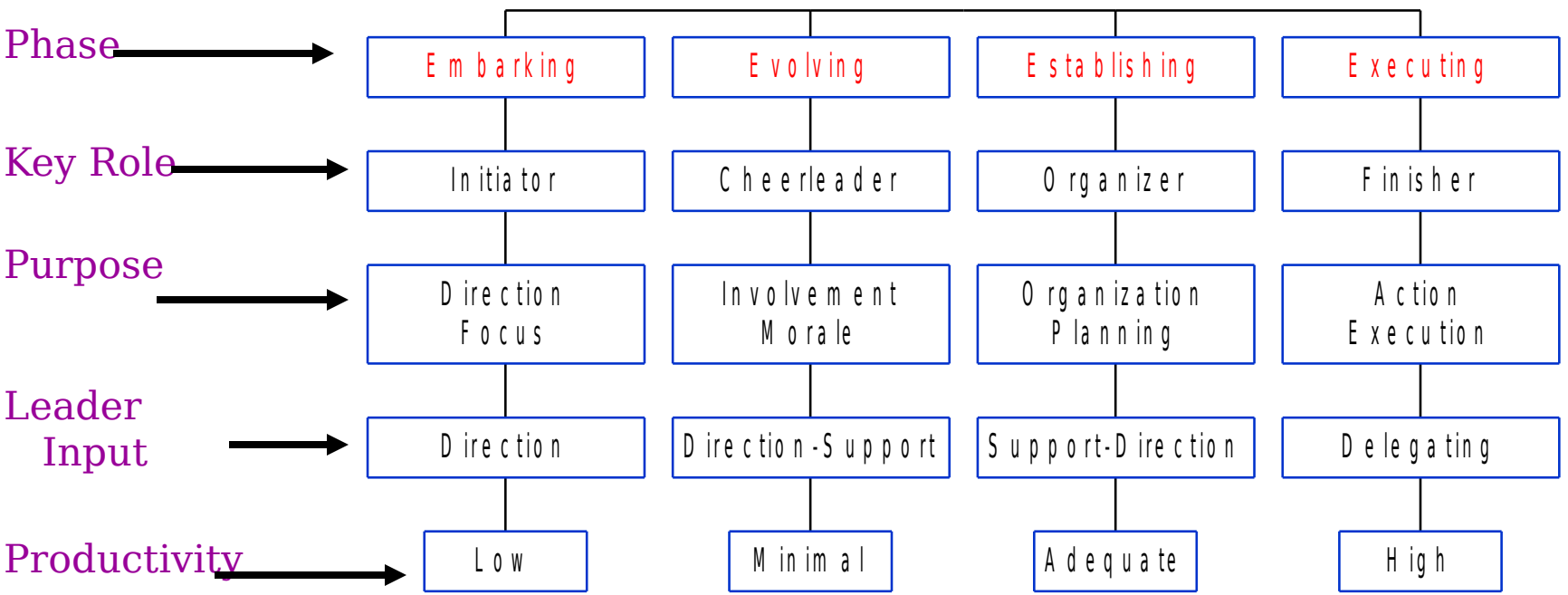
Executing

- Common goals and values are shared
- Morale and productivity are high
- Trust and appreciation are openly exhibited
- Problem solving is the norm

LEADER → **TEAM MEMBERS**

Leader is delegating

GROWTH OF THE TEAM



TEAM INVOLVEMENT

Teams with high member involvement are more productive.

Problems are solved quicker and more easily.

Leaders who encourage team involvement will enjoy employing people who enjoy their job.

LETTING GO…

Unlike a team of mountain climbers, directors must “let go” to have a successful team.

Directors need to recognize strengths and talents and trust their team.

Directors need to anticipate that roles will change with experience and welcome and nurture that change.

Directors should revisit and reflect

A strong team will not let you down….

If

you

let

go.....

Your team will catch you!

TWO SIDES OF EARLY CHILDHOOD ADMINISTRATION

Leadership

- Wants to do things right
- Concerned with effectiveness
- Asks, “What tasks do I want to accomplish?”
- Focuses on relationships
- Spends time on establishing a vision and seeking opportunities
- Willing to take risks
- Thinks long range
- Stresses adaptive change
- Motivates and inspires
- Develops new alternatives and approaches

Management

- Wants to do things right
- Concerned with efficiency
- Asks, “How can I best accomplish this task?”
- Focuses on rules and policies
- Spends time on planning, organizing, and creating systems
- Seeks stability
- Thinks short term
- Supports the status quo
- Implements the work plan
- Establishes procedures and allocates resources

THREE PRINCIPLES OF COLLABORATION

- The whole is greater than the sum of its parts.
- People have a right to be involved in making decisions that affect their lives.
- People involved in making decisions have a greater stake in carrying out those decisions than do individuals who are not involved.

IMPLEMENTING "SHARED DECISION MAKING"

Four Key Questions:

1. Who are the stakeholders?
2. What are the different types of decisions?
3. What are the possible levels of participation?
4. What are the external constraints?